# CITY OF HAMILTON

**CITY MANAGER'S OFFICE**
**(TRANSFORMATION DIVISION – CONTINUOUS IMPROVEMENT AND CUSTOMER EXERIENCE -**
**LOCATION – ADDRESS, FLOOR)**

**MANAGER, CONTINUOUS IMPROVEMENT AND CUSTOMER EXPERIENCE**

**SUMMARY OF DUTIES**

Reporting to the Director Continuous Improvement and Customer Experience, the Manager provides strategic leadership and effective subordinate management to a workforce engaged in executing corporate priorities recover, rebuild and transform the City of Hamilton and support to the Transformation Team.

Collaborates across departments to support the delivery of services, projects, and initiatives to ensure a consistent organizational approach for business sustainability, cost efficiencies, quality view and an enhanced customer experience while rebuilding and recovering stronger and better from the cybersecurity incident.

Responsible for coordinating the reports on the Team's service performance against internal and external benchmarks.

**Responsibilities:**

**Leadership:**

- Supervise Continuous Improvement and Customer Experience staff team and provide oversight to workplans.
- Oversee the prioritization, selection, and approval of projects and programs within the team.
- Monitor and report on the team's performance, including schedule, budget, resource utilization, and benefits realization.

**Customer Experience**

- Lead the development and supports the execution and delivery of an enterprise customer service experience strategy.
- Incorporate an internal and external quality focused customer-centric approach into decision-making processes, emphasizing the significance of aligning efforts with customer needs and satisfaction to drive efficient and effective solutions.
- Recommend strategies to enhance the overall customer experience, ensuring services are responsive and user-friendly.
- Conduct research and gather feedback to understand community needs and expectations.

**Continuous Improvement**

- Support the development, implementation, and management of a city-wide continuous improvement program by identifying, recommending, and coordinating shared cross-departmental solutions to operational issues and challenges.
- Prioritize cross-departmental system recovery.
- Encourage, identify, and track opportunities for rebuilding, quality and continuous improvement both vertically and horizontally across the organization to maintain continuity of service for customers and staff, add efficiencies, and enhance the customer experience.
- Gather information from business units and make recommendations to the Director on the

enhancement of existing applications, acquisition of new applications, development of altered or new processes and enterprise solutions.

- Participate in defining project scope and champion stakeholder needs; develop comprehensive business requirements, project charters and establish key deliverables and success metrics.
- Participate in medium to large-sized strategic projects. Analyze, recommend, re-engineer and implement streamlined business processes to optimize workflows.

**Think Tank:**
- Support facilitation of brainstorming sessions and workshops to generate innovative ideas for improving municipal services.
- Collaborate with cross-functional teams to identify and evaluate opportunities for continuous improvement.

**Project Development and Implementation:**
- Monitor the pipeline of projects, ensuring alignment with strategic goals and community needs.
- Support the design, planning, and execution of projects that enhance service delivery and operational efficiency.
- Consider operational recovery efforts that maintain continuity of service for customers and staff while minimizing service impacts.
- Utilize a project management approach to secure approvals and the assignment of resources to initiatives.
- Coordinate and manage projects effectively and ensures they are delivered on time, on budget, and to agreed quality standards.
- Identify and recommend mitigation for operational risks.
- Prepare and present reports on efficiency and effectiveness activities and plans to Council and senior levels of staff and maintain appropriate documentation.
- Initiate and deliver a document control system.

**Performance Metrics and Evaluation:**
- Make recommendations to the Director respecting key performance indicators important to the Transformation Team with an emphasis on dashboard style reporting.
- Track key performance indicators (KPIs) to measure the impact of initiatives and projects.
- Regularly monitor and report on project outcomes, making recommendations for future improvements.
- Use statistical analysis to identify performance trends and make recommendations for project opportunities/enhanced services based on verified data testing.

**Collaboration and Stakeholder Engagement:**
- Build strong relationships with internal departments, community organizations, and stakeholders to foster a collaborative environment.
- Regularly communicate/interface and build strong relationships with all appropriate stakeholders and project team members.
- Implement coordinated, timely and consistent messaging on recovery, rebuild and transformation efforts to staff, public and City of Hamilton stakeholders.
- Prepare and present reports on efficiency and effectiveness activities and plans to Council and senior levels of staff.
- Ensure plans include inclusivity, diversity, equity and accessibility (IDEA)

**Innovation Culture:**
- Promote a culture of innovation and continuous improvement within the municipality.
- Support staff participation in idea generation and implementation of best practices.

Perform other duties as assigned that are directly related to the major responsibilities of the job.

## QUALIFICATIONS

1. Progressively responsible management experience and demonstrated experience related to managing projects or business processes, normally acquired by a College Diploma/University Degree in Business/Public Administration, Quality Assurance, Operations Management, or related discipline or a related field with progressive experience or equivalent combination of education and relevant work experience pertinent to the job functions.

2. Highly developed analytical and business planning skills with a proven track record for long term visioning and big picture thinking.

3. Possess a demonstrated record of strong leadership and guidance, customer focus, innovation/creativity, team building/team advocacy, empowerment and staff development and is results oriented.

4. Detail oriented and exceptional planning and organizational skills with the ability to manage multiple assignments.

5. Understanding of project management approaches, tools, and phases of the project lifecycle. CAPM or PMP certification is an asset.

6. Practical experience in process improvement using Lean Six Sigma or similar methodology required. Lean Six Sigma certification is desired, Black Belt certification preferred.

7. Practical experience with Quality Management systems preferably in a leadership role.

8. Solid project management change management skills with strong ability to design appropriate strategies to achieve desired results.

9. Practical experience with documents control systems.

10. Excellent communication skills (both oral and written), with the ability to communicate with all levels of staff, stakeholders, and the general public.

11. Excellent presentation and facilitation skills and demonstrated conflict resolution and mediation skills.

12. Demonstrated record of strategic leadership, innovation / creativity, team and project management, staff delegation/development and results oriented empowerment.

13. Demonstrated ability to analyze problems/opportunities with strong problem solving and decision-making skills and make recommendations for improvements.

14. A customer-focused team player with excellent customer service and interpersonal skills, able to respect and deal with highly confidential and sensitive issues.

15. Intermediate to Advanced skills in Microsoft Applications (TEAMS, Word, Excel, PowerPoint, Visio, and Project).